

The Three “C’s” in Action

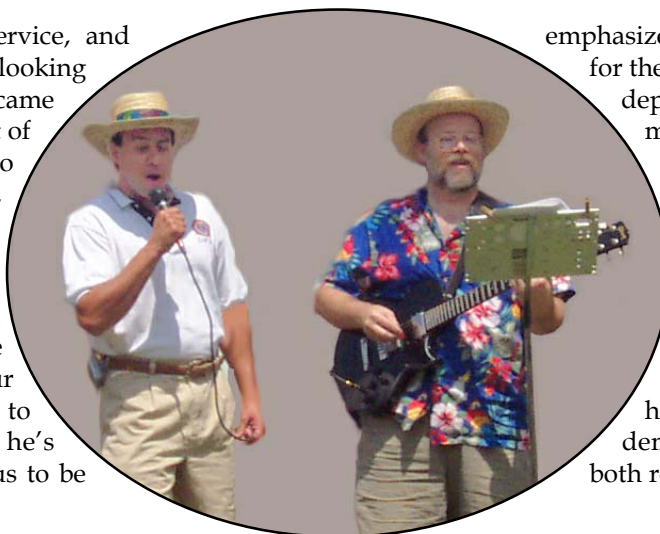
BY PAUL FARLEY
DEPUTY EXECUTIVE DIRECTOR

When Troy Eid came to our Department a little over two years ago, few of us realized then how much change was in store for us. Many employees have at one time or another thought that one executive director is pretty much like another, and that to the average employee it doesn't much matter who sits in the Big Chair. Troy didn't waste any time letting us know that with his arrival it was going to be anything but business as usual.

His first day on the job he introduced himself to the Department by setting a new vision, a new measure of excellence: the “Three Cs” – Customers, Credibility, and Communications.

Troy emphasized customer service, and to them, educating them, and looking overlooked. Not long after I became asked me what the hardest part of the same as it is now: trying to imagination, such foresight, energy. And customer service

He knew credibility is key to we delivered on projects like pushed for truth in rates in our frequent and thorough audits to and service delivery. And he's management team, expecting us to be



emphasized the personal touch. Listening for the angle or solution that had been deputy executive director, someone my job was. My answer then is keep up with someone of such such (apparently limitless) was at the center.

being effective. He made sure the Multi-Use Network, and services. He welcomed help us improve our efficiency demanded no less from his both responsive and accountable.

But perhaps Troy's most important legacy will be as the Great Communicator. He understood, intuitively, that to be effective, we have to reach out to each other internally and to our external customers to better understand needs and expectations. Literally thousands upon thousands of e-mails. New and frequent publications. Making the most of the internet. And, perhaps most notably, the dozens of town hall meetings throughout the State, meeting with thousands of state employees face-to-face. I've known executive directors of the Department of Personnel and the old Department of Administration going back to the late 1980's, and I am hard pressed to remember any that accomplished so much in such a short time.

It has been my great privilege to serve at Troy's side over the past two years. He has been a visionary leader, a mentor, and a good friend. In Life's Little Instruction Book, author H. Jackson Brown says you should always try to “leave everything a little better than you found it.” Well, Troy came to us two years ago, and is leaving virtually everything he touched much better than he found it. That's a success by any measure.

Godspeed, my friend.

Employee of the Month: DHR's Sue Huang

One of Sue's primary responsibilities is to conduct the annual total compensation survey and produce the Annual Compensation Survey Report for the DPA Executive Director, General Assembly, and Governor's Office by the statutory deadline. There may not be many who understand the unique level of competency required, nor the impact of the end results. The report impacts the pay (both structure and performance salaries) of approximately 30,000 employees in the state personnel system and the contribution to group benefit plans for approximately 44,000 eligible employees. Even other personnel systems in Colorado state government monitor the findings and often mirror the recommendations. When the National Association of State Personnel Executives, Southeast and Central States Compensation Associations, and Mountain States Employers' Council begin exploring total compensation, they look to Sue to lead the effort in designing the surveys. However, this is not what made for exceptional performance during this survey cycle.

The Total Compensation Reform Act became law on July 1, 2003. This law represents a significant change in how survey findings are used for the Director's recommendations on contributions to group insurance benefits and pay. The survey and budgeting processes must work more closely to cost the various options. While learning some of the nuances of the budget process, Sue used her superb analytical skills to perform constant recalculations on numerous "what if" scenarios, in addition to analyzing survey data as it became available, all within extremely short deadlines. She not only rose to the challenges, but also excelled at producing very high-quality work with exceptional dedication and professionalism. We never heard about the incredible time she spent outside the office or "regular" hours. Her passion

for the work, ability to adapt under great pressure, and eagerness to stretch her talents were evident in completing a credible product that is highly visible to the workforce and relied upon by the State's highest-level policy makers.



Sue and Troy just after he presented her with the "Employee of the Month" certificate.

"Sue did excellent technical work on the total comp calculations. She was able to recalculate various scenarios in a very compressed time frame on more than one occasion. In addition, Sue kept a positive, upbeat attitude throughout the entire process, even when she must have been tired and stressed," said Jennifer Okes. We all owe Sue a note of thanks for showing such dedication to a project that affects so many of us within the Department and our State Personnel System.

Other nominees: **Michaelea (Micki) Spolar** of DOAH's for rising to the occasion and accomplishing her job duties with enthusiasm and innovation; **Christina Silvas** of DCS for her mentoring and supervision of four summer interns; **Sean Shea** of DoIT for accepting the challenge of learning to work in a new operating system, learning a new program, and most importantly succeeding in providing the support needed by users of that new program; **Donna Barr** and **Clark Bolser** of DFP for spearheading development of a centralized leasing concept; and **Rick Ciminelli** for his outstanding efforts with the publication of the Civil Service Reform Commission's report and the design of the new Mile High Marker at the State Capitol.

COLORADO COMBINED CAMPAIGN OPEN HOUSE

The Colorado Combined Campaign (CCC) kicked off its fall fundraising effort this month with an open house, thanks to DPA coordinator Jill Ellgren of Central Services. Representatives from the Dumb Friends League, the Make a Wish Foundation, the Cat Care Society, Working Together and ALIE (an organization that trains and donates bloodhounds to law enforcement agencies) were available to answer questions and explain their organizations' missions.

The animal lovers among us were also treated to a visit from some of our four-legged friends. ALIE brought a young bloodhound puppy about to begin her training, the Cat Society had a friendly kitten on hand to greet their

visitors, and the Human Society had a wonderful nine-year-old dog they were able to find a home for last year. All in all, they were an wonderful addition to the CCC open house.

You should have received a pledge form and booklet detailing the wide variety of charities with the campaign. Should you choose to donate, just enter the amount you wish deducted from your monthly paycheck on your pledge form and return the completed form to your division HR liaison.



Brenda Hardwick has to step lightly as she visits the ALIE table.

KUDOS/NOTES OF APPRECIATION

Thanks to the tremendous cooperation from those individuals responsible (*Phil Holtmann, Yvonne Anderson, and Kevin Cruise*) for processing and signing contracts, the initial consultant contract for the Cherry Creek and Chatfield projects is off and rolling. As you know, this is a major project for Parks with a very short time frame imposed by the Feds. The help we got from the contract folks in quickly expediting this initial contract keeps us on task and on schedule. Thanks again to the various staffs for making this contract their priority.

Bob Bruce
Project Manager
Department of Natural Resources

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Anne (Huth),

I just wanted to drop a note to let you know we very much appreciated **Collene Smith's** training session yesterday. She is very knowledgeable and is a great training facilitator.

Leslie Murray
Assistant Controller
Red Rocks Community College

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I met with Chuck Bayard, Director of Administration and Financial Services, and his staff this morning at CDPHE. Chuck was particularly complimentary of **Phil Holtmann** and **Yvonne Anderson** for on-site training they conducted at CDPHE a couple of weeks ago. They had over 40 people in attendance, and Chuck got feedback from his department fiscal officers that the training was very well done. Phil and Yvonne also had helped CDPHE develop some tailored modification forms that their programs could use to simplify the process of making funding and other changes in their contracts.

Additionally, the CDPHE controller praised **Roger Cusworth's** help as their FAST representative, and characterized **Art Barnhart** and the SCO as an "excellent team " and CDPHE accounts receivable specialist commented on how helpful **Mike Sexson** has been in working on their collections accounts.

Richard Pennington, Division Director
Division of Finance and Procurement

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I wanted to send a note thanking **Bob Gramadzki** for his timely and professional assistance with the installation of a replacement truck box. Even though Bob was in the middle of moving he found the time to help me out. He

made sure that before I left everything was working properly and I was happy.

Thanks again for the exceptional effort.

Ryan Eggelton
Chatfield State Park

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As the Director of Finance and Procurement, I wanted to offer my praise to one of your employees **John Cisneros** regarding the Procurement Fair scheduled for September 26. What a great idea to coordinate all state and county purchasing agents to attend a one day "trade" session and invite small businesses to come in and meet them. I understand it was John's idea and in my mind this demonstrates the state's support of small business. I will be saying such to my fellow board members on the Colorado Small Business Advisory Council as well as to Gin Butler and Bob Lee. Again, kudos to John.

Julie Allawas
The Design Consortium

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My name is Ro Silva. I'm with the Department of Revenue's Taxpayer Service Division. I started the department's Web site in 1995 and I've been managing all or parts of it since then.

In recent years, have had the great fortune to work with **Ron Applebach** and I want to express my immense appreciation for Ron's work. He has always been extremely helpful and incredibly responsive to any inquiry, issue or problem I had. He has been absolutely wonderful to work with, is so patient and very pleasant.

I also manage other parts of our Tax Group customer services (call center, e-mail, media relations, public training). I appreciate good customer service and the public does as well. Ron has been instrumental in keeping our web pages accessible to the public at all times, which sometimes doesn't happen with our other systems and is a disappointment to citizens. No disappointment here. Thank you for having such a great employee on your staff.

Ro Silva
Customer Contact Services Manager
Taxpayer Service Division, Department of Revenue



PERFORMANCE MATTERS

BY MONICA CORTEZ-SANGSTER
DIRECTOR OF HUMAN RESOURCES

Dear Colleagues,

It is amazing how time passes us by. We have completed six months of the 12 month performance cycle and mid-cycle progress reviews are currently underway.

What is the purpose of the mid-cycle progress review?

Ongoing coaching, support, and direction are important throughout the cycle and should occur regularly. However, the formal mid-year review is a time for supervisors and employees to discuss and document the employee's progress in attaining the objectives and measures in the performance plan. It is an opportunity to review progress, discuss roadblocks, and provide feedback and support. Although the performance plan can be modified at any time during the performance cycle, this is also an opportune time to review the plan and make revisions if necessary. For example, many of us have gone through the strategic planning and implementation process, so we may need to modify our plans to align with strategic plan. If modifications are made, they must be documented on the *DPA Employee Performance Management Form* and initialed by the employee, supervisor, and reviewer. When conducting the mid-year review, the following questions may be helpful when meeting with your employees:

- In regards to performance, how do you feel about the past number of months?
- What performance areas do you feel good about?
- Do you feel there are some areas that could use some improvement? If so, how?
- What could you do to bring about improvements in that area?
- Are there any areas, objectives, or measures that you believe need to be changed?
- Are there some areas that need clarification?
- This is how I feel about your performance in the areas of...

When are mid-cycle progress reviews due?

Since our performance cycle is April 1 - March 31, October is mid-cycle for us and progress reviews are due by November 1st. Raters, after completing mid-year reviews with your employees, please complete the *Coaching and Feedback* section on the front page of the performance management form and submit a copy to your division's HR liaison by November 1st.

If you have any questions, please let me know. Stay tuned to future *Performance Matters*!



EMPLOYEE COUNCIL CORNER

BY MIKE SEXSON, PRESIDENT
DPA EMPLOYEE COUNCIL

It's time again for the annual Chili Cook-Off. If you are interested in pitting your chili against the best of the DPA chilis then this is the contest for you. The contest will be part of this year's Cultural Appreciation Celebration on Thursday, **October 30**. Please contact your Employee Council Representative if you want to participate.

A Cultural Appreciation Celebration will be hosted at different DPA locations. If you are interested in attending contact your Representative and they will let you know where the party nearest you will be held.

The DPA Cookbooks are still available for the low price of \$12.00. We would like to thank all of you that sent in recipes; without your help we wouldn't have been able to complete this project. Please come to a Cultural

Celebration and sample a few dishes created from DPA cookbook recipes.

Thanksgiving is just down the road and we will be selling Butter Braid Bread again this year. Cherry, Apple, Maple Walnut, Cinnamon and Cream Cheese loaves are all available. This bread is a Thanksgiving favorite, so we must place our order early in order to receive it before the holiday. The cost of each loaf is \$9.00, and you must make your order by Monday, **November 3**. Money will be collected at the time you place your order with your Employee Council Representative.

If you are unsure who your representative is check the roster at **Mydap** or give me a call at **303-866-6552**.

